Call to Order

Dean Goldschmid called the meeting to order at 4:35 p.m.

Communications & Announcements

Dean Goldschmid asked for ideas for increasing attendance at General Faculty Meeting.

Per Dean Goldschmid, the Provost has released the Deans Program Investment Funds to the College of Medicine. The funds total $551,000 and will be used primarily to address retention and equity issues. $175,000 will go toward faculty and the remainder will be divided between staff and professionals. The emphasis in the staff area will be on IT staff, an area which requires building.

Dean Goldschmid stated he wanted to thank Dr. John Misiaszek for serving as Interim Head of the Department of Psychiatry for three years.

There will be a reception in Kiewit following the meeting.

Dr. Anne Wright announced that there will be elections for new members to serve on College of Medicine permanent and standing committees following the next General Faculty Meeting in May 2011. The Nominating Committee will be checking with faculty and suggesting names for the ballot in the next several weeks. Faculty may contact the Nominating Committee to volunteer for service on a committee or to nominate another faculty member for inclusion on the ballot. Nominations will also be taken at the May meeting, and an electronic vote will be held follow the meeting. These committees do important work and faculty are encourage to volunteer.

Committees & Reports

UA Healthcare Update. Kevin Bums, Interim CEO, stated that Chicago-based SPM pursued a rigorous brand process interviewing hundreds of AHSC people and conducting community market research and brand testing. UA Health System, UA Health Network and UA Healthcare were the top contenders for the enterprise name. University of Arizona Health Network (UAHN) was selected
based on market research as consumers concluded it best communicates the inter-relationship of the two hospitals and many clinics, physicians and health plans that make up UAHN. The recommended enterprise name, University of Arizona Health Network was approved by the Board of Directors on January 27, 2011.

Twenty teams have been working on the integration process. In January, a major milestone was reached with the merging of all electronic outpatient health records into one system. Nothing like the complexity or enormity of this project has been done elsewhere in this country with 22 million data elements successfully merged.

Mr. Burns stated that there has been a realignment of the revenue contracting and supply chain processes to take advantage of economies of scale. They have been more closely monitoring whether insurance companies are paying what is owed and ensuring this happens across the system. Within 24 months, they plan to have one itemized bill which will appear similar to a credit card statement. They are working to streamline and shorten the credentialing process, ensuring knowledge and expertise are shared throughout the enterprise, and intend to have one employee benefits program and an expanded wellness program by July 1st. They are working on improving marketing and communication, providing “one number” access to services, and optimizing current clinic space and planning for additional needs.

The state budget is proving a “double whammy” with the UA down $70 million and proposed cuts of 25% of the Prop 204 population.

Strategic Planning. Dean Goldschmid introduced Megan Davis of the Davis Consulting Group, the firm selected to help develop the organization’s vision and mission statements and provide leadership in strategic planning. Ms. Davis stated that vision and mission statements have been drafted and will be presented to the UA Health Network Board of Directors for approval. The vision statements proclaims UA Health Network “a guiding force for health and well-being” whose mission is “advancing health and wellness through education, research and patient care”. A values survey was conducted in January and focus groups are being formed to further discuss core values. By June, broad, long-term goals which support our vision should be developed.

Dean’s Council on Faculty Affairs. Dr. Conrad Clemens reported that the “Learning to Lead” faculty leadership program has been a temific experience with a great group of people and presentations by dynamic national leaders. He thanked Mr. Burns and Dean Goldschmid for their support for this program. Dr. Clemens stated the Council has created 3 new subcommittees to address: 1) How to better facilitate linkages between researchers and clinicians, 2) How to
better accommodate flexible work schedules, and 3) How to better integrate faculty working across our multiple campuses.

**Tucson Educational Policy Committee.** Dr. Paul St. John stated that the Committee continues to work closely with Deputy Dean Kevin Moynahan. The Committee has approved a new Global Health Distinction Track, is working on improved coordination between department heads and block directors, and seeks to expand scholarship in medical education.

**GME Update.** Deputy Dean Kevin Moynahan updated the assembly on graduate medical education activities. He stated that we recently had an institutional site visit from ACGME and received 5 years’ accreditation with no citations, which is the best possible outcome. He also reported that UA Health Network agreed to fund new slots to cover duty hours.

**New Business**

**Admissions.** Ms. Tanisha Price-Johnson presented an update from the COM Admissions Office. The total number of applications received this year for the Class of 2015 is 2,555, which is down slightly from last year’s submission total of 2,829 but still much higher than the 832 applications received in 2009. The increase since 2009 is attributed to now having separate application processes for the Tucson and Phoenix campuses. Non-resident applicants vastly outnumbered resident applicants. A total of 718 applicants were interviewed; 35% of those interviewed were non-resident applicants. Admissions is now in the “Second Look” phase in which newly accepted applicants can return for a closer look at the UA College of Medicine.

Ms. Price stated the importance of faculty involvement in the admissions and interview process and how very much they appreciated the faculty involved in this work. She asked for critical feedback from the faculty and stated they would be providing periodic updates.

Heddwen Brooks asked how many non-residents were accepted and how many actually came. Associate Dean Lee Jones commented that non-resident tuition and fees were about double those of residents and was a factor in the number of out-of-state students. Also, the UA College of Medicine does not have as many endowments as some other schools, an issue they are working to address.

**Medical Student Research Program.** An update on the Medical Student Research Program and the Summer Institute on Medical Ignorance was distributed at the meeting.
Adjournment

Wine & cheese reception- Kiewit Auditorium

COM General Faculty Meetings are scheduled for May 18, August 17 and November 16, 2011 in Duval Auditorium.

*Please go to the COM website www.medicine.arizona.edu to view the reports for this meeting.
Strategy Model

Vision

Values

Tasks

Tactics

Long Term, Strategic Influence

Short Term, Tactical, Discrete, Measurable

Used with permission © 2011 CPO, LLC. All rights reserved.
The strategic plan reaches down through the organization affecting and relying on contributions from every employee. The strategic plan reaches down through the organization affecting and relying on contributions from every employee. Strategic Definitions

- **Vision** is timeless, what we are striving to become in the ideal
- **Mission** is our purpose
- **Values** are our operating principles
- **Goals** are long-term (1-5 years) what the organization intends to accomplish
- **Strategies** are long-term (1-2 years) how we will accomplish the goals
- **Tactics** refer to what we can do today & tomorrow to achieve goals

Tactics are specific, measurable, accountable, realistic and time specific.
UA Healthcare
BRANDING
Background

• SPM pursued rigorous brand process

• Interviewed hundreds of AHSC people

• Conducted community market research

• Tested enterprise names/locators and logo options for research against key strategic areas
Which one of three phrases an organization could include in its name best communicates “Has several hospitals and clinics in an area that are all interrelated.”

- Health System
- Health Network
- Health Care
### Unifying Terminology

“Health Network” best communicates, by far, the inter-relationship of hospitals and clinics.

<table>
<thead>
<tr>
<th>Best Communicates:</th>
<th>Health System</th>
<th>Health Network</th>
<th>Health Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has several hospitals and clinics in an area that are all inter-related</td>
<td>20</td>
<td><strong>73</strong></td>
<td>7</td>
</tr>
</tbody>
</table>

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*Note: The percentage in the Health Network column is highlighted.*
Recommended Enterprise Name

The University of Arizona Health Network

UA Healthcare Board of Directors
Approved on January 27, 2011
Integration Progress

- Realignment of Revenue Contracting and Supply Chain
  - Taking advantage of economies of scale
- Revenue Cycle Integration/Redesign
  - Ensuring we receive all revenues we have earned
- Information Technologies
  - AllScripts merge completed
  - Realignment of resources to improve service and eliminate third-party contracts
Integration Progress

- Credentialing Process
  - Streamline process and shorten timeline

- Compliance Program
  - To ensure we share knowledge and expertise across the enterprise

- Human Resources
  - Expanded wellness initiatives
  - Developing common benefit plan design
  - Establishing internal float pools
Measurable Benefits

- Revenue and cost-savings opportunities identified and quantified through January 31, 2011:
  - FY2011: $1.1 million
  - FY2012: $9.8 million
  - FY2013: $17.1 million
Next Steps

• Access to Care
  – “One number” access to our services
  – Improved patient experience with scheduling

• Outpatient Clinics
  – Optimizing current space
  – Planning for additional needs

• Marketing and Communication
UA Healthcare

Fiscal Year 2011 Financial Report through December 31, 2010
### UA Healthcare

**Actual vs. Budget Summary and Actual vs. Budget (excluding integration $)**

($ in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Fav/(Unfav) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>$538,222</td>
<td>$577,875</td>
<td></td>
</tr>
<tr>
<td>Operating Expense</td>
<td>537,448</td>
<td>568,940</td>
<td></td>
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<tr>
<td>Income from Operations</td>
<td>$774</td>
<td>$8,935</td>
<td></td>
</tr>
<tr>
<td>Non-Operating Items</td>
<td>8,052</td>
<td>3,330</td>
<td></td>
</tr>
<tr>
<td>Increase in Net Assets</td>
<td>$8,826</td>
<td>$12,265</td>
<td>($3,439)</td>
</tr>
</tbody>
</table>
QUESTIONS?
MEMORANDUM

February 16, 2011

TO: College of Medicine Faculty

FROM: John A. Szivek, PhD Chairman, Medical Student Research Committee
       Marlys H. Witte, MD, Director, Student Research Programs

SUBJECT: Medical Student Research Program and Summer Institute on Medical Ignorance

MSRP webpage: http://www.msrp.medicine.arizona.edu/

Medical Student Research Program

Founded in 1981, the Medical Student Research Program (MSRP), funded by the National Institutes of Health (2004-2009) and the Dean's Fund, continued a wide variety of activities during 2009-2010 and initiated new ones, which will be continued through competitive renewal funding through 2014.

• For FY 2009-10, 43 medical student short-term full-time research fellowships were awarded in conjunction with the Summer Institute on Medical Ignorance Seminar Series (SIMI)

• Recruitment for 2010 summer research fellows began in February 2010. 42 medical students successfully competed for research fellowships.
  Final presentations were videostreamed and can be viewed at: http://video.biocom.arizona.edu/video/videolibrary/CoMed/Witte/default.htm

• Since the inception of the program in 1982, more than 725 medical student researchers have completed one or more fellowships through MSRP.

• Medical student research prizes/awards, publications, and research presentations at regional and national meetings.
  • 461 papers, 41 chapters, and 944 abstracts have been published since 1982.
  • 5 medical students submitted abstracts and were accepted to make oral presentations at the annual Western Federation for Medical Research (WFMR) meeting January 26-29, 2011, in Carmel, CA. These included: Jessica Burns (Health Care Research I), Haudi Dehdashti (Neuroscience I), Noualhoda Dehdashti (Surgery I), Matt Douglas (Student Session V—Surgery), Ashley Gray (Cardiovascular II).

• The Research Distinction Track (RDT) (approved for 6 academic credits by the Curriculum Committee in 2000): Five seniors completed the track in May 2010: Chad Cherington, Kevin Englehardt, Chelsea Inhat, William Ross and Kevin Yarbrough. Julie Lockwood (Class of 2012) also completed the RDT track. 33 students are currently enrolled in the RDT. Additional information and application forms are available in Room 4406, AHSC, as well as on our website.

• Recruitment has begun for summer 2011 short-term (full-time) fellowships. Student fellowships are available for a minimum of 2 consecutive months and a maximum of 3 months. The 2011 SIMI program starts on June 6th and ends on August 5th. Basic and clinical faculty who know of interested students, or who have opportunities available for medical students are encouraged to contact MSRP Program Coordinator Grace Wagner at (520) 626-6360 or grace@surfly.arizona.edu for further information.
UA COM Admissions Update

General Faculty Meeting
February 16, 2011
Class of 2015 Class Summary

- Total applications – 2555

Graph showing the total number of applicants from Fall 2009 to Fall 2011.
Residents/Nonresidents

Number of Applicants by Residency Status

* Only AZ and WICHE (Wyoming and Montana) residents were considered.
Applicant Interviews

Number of applicants interviewed:
- Fall 2009: 491
- Fall 2010: 555
- Fall 2011: 718
Looking Ahead!

- Faculty Investment
- Partnership for Success
- Overhaul of Admissions Processes
  - Benchmarking of National Peers
  - MMI Interview Model
  - Student Affairs Team Approach
  - AAMC Programs
  - Physical Appearance
Partnership between College of Medicine & College of Education

“Medical School Admissions, Experiences, and Outcomes: A Longitudinal Study”

- 3 classes surveyed at U of A during orientation (2012, 2013, 2014)
- Follow-up surveys during 2nd and 3rd year
- Data includes detailed demographics, student intentions and professional/social attitudes
- Presentations
COM/COE Partnership Continued

• Presentations
• Admissions support
  – Admissions study
  – Literature review